

## Responsibilities of the Town Manager

The TM is responsible for preparation of the budget and the town's capital expenditures plan. S/he provides advice and counsel to the Select Board as they develop and approve the Town's policy direction and is responsible for implementation of such policies once enacted.

The TM appoints most department heads and is responsible for the direction and oversight of all municipal departments and employees. The TM, with Select Board approval, may establish, reorganize, consolidate, or abolish departments and positions. S/he also serves as Chief Procurement Officer.

The TM exercises authority over the human resources function, collective bargaining, the classification and compensation plans and benefits programs and monitors matters involving litigation.

## Current Issues for the Town Manager

**Select Board Effectiveness-** The next TM will need to assist a talented Board in developing consensus, strategic direction, and community outreach. Select Board effectiveness will be critical to the success of Provincetown's next TM. The Board needs a leader who can develop inclusive systems to enhance their policy making role.

**Wastewater-** Climate change may require the Town to consider a more ambitious wastewater program that will require careful planning and project

oversight as the program moves forward.

**Economic Development-** The Town values its unique and dynamic culture, but COVID-19 and an ever changing seasonal and residential consumer base requires the consistent attention, coordination, and efforts of the TM. Expanding the Town's blue economy footprint and having a TM that actively engages and includes this constituency is critical to the Town's long-term success.

**Transition Planning-** Some key department heads will be retiring be within a few years.

**Team Building-** Connecting the work of the organization to the goals of Select Board, the Town's many other independent committees and interests is a critical priority.

**Infrastructure Planning and Financing-** Facility upgrades are due for the Police, Fire and Public Works facilities

**Environment-** Much of what makes Provincetown special is its location, proximity to the ocean, its quant and limited development as well as its commitment to managing and preserving its open space. Balancing this priority while enhancing the Town's economic development efforts, developing affordable housing opportunities, funding infrastructure needs and prospective coastal management initiatives will require a deft leadership hand who is an effective communicator, is transparent, flexible and especially adept at consensus building

# CAREER OPPORTUNITY

**A Profile  
Town Manager  
Provincetown, Massachusetts**

[www.provincetown-ma.gov](http://www.provincetown-ma.gov)

*To apply send resume or make inquiry in confidence to:*



**Richard J White  
Groux-White Consulting, LLC  
One Pelham Road  
Lexington, MA 02421  
Email: rickwhite58@verizon.net  
Phone: 781-572-6332**

*Preliminary screening interviews will begin by the first week of December*

## Town Government

Provincetown is governed by an elected five-member Select Board and Open Town Meeting. The Town Manager is appointed by the Select Board to manage the Town. The Select Board establish policies in collaboration with the Finance Committee, other Town committees as well as the professional municipal and school staff to formulate the Town's budget. An Open Town Meeting is held annually in the spring. It adopts the operating and capital budgets and acts on planning/zoning and other bylaws.

The Fiscal 2021 budget for the town, school, water and sewer operations and capital expenditures is \$28,392,441. Approximately 70% of these expenditures are funded through the real estate tax levy. The Town has 190 full time equivalent employees. The municipal web site provides additional information. Provincetown voters established the position of Town Manager by adoption of The Charter in 1953 which has been revised as recently as 2018.

## The Town of Provincetown

Incorporated in 1727, the Town of Provincetown was founded in 1620 on the farthest reaches of Cape Cod. It is located 115 miles (45 by air or sea) from Boston, 121 miles from Providence and 300 miles from NYC. Provincetown, although primarily a residential community, hosts business, retail dining and entertainment venues as well as an active marine economy. The Town's history is uniquely connected to its historical heritage. However, it is an evolving community, diverse beyond easy description and forever changing and evolving in its makeup, demographics, and culture. Provincetown is an international

and national destination for vacationers and tourists. It prides itself on its welcoming nature and is extremely popular with the LGBTQ community. Theatre, the arts, ocean recreation, an active celebratory summer activity calendar help define a big picture in-season community culture. Provincetown is more complex than first appearances and as such requires a thoughtful yet decisive leader capable of seeking first to understand before acting. Annual economic activity is estimated to exceed a half a billion dollars. Its population in season is well over 60,000 dwarfing its permanent population of 2,628. Almost 75% of the Town's 17.5 square miles lies inside the Cape Cod National Seashore. Visitors access the Town via highway, municipal airport, or high-speed ferry.

## Desired Managerial Style, Experience and Education

Provincetown's next TM must be a teambuilder, a collaborator, a secure leader capable of engaging the staff, the Select Board, the Town's various committees, and the community's diverse and complex interests as a "manager/servant leader". A hierarchical leader will not succeed in Provincetown. Its next TM must be able to delegate and trust staff while providing periodic guidance, coaching and direction, but relying on the Town's various skilled "subject area experts" to do the work. The TM must be skilled at maximizing the resources of the community whether it be the Town's active and important retail sector, its marine businesses, the seasonal residents or the many talented committees, citizens groups that make Provincetown a special and unique place. Successful outcomes can only be achieved by a leader who seeks first to understand, is thoughtful, considerate and understands the full environment before acting. That said, the Town's next TM will need to be

decisive. S/he must be committed to transparency and unafraid of dealing with an active, vocal, and often opinionated citizenry.

Experience and demonstrated successful outcomes managing a complex public organization with a highly active and educated population is critical. S/he must be approachable as well as clear as to expectations with employees at all levels of the organization. Provincetown's next leader should make a strong personal and professional connection to the staff, the appointed and elected leaders, and the community.

A Master's degree in public or business administration is preferable. The TM shall be a person especially fit by education, training, or previous experience in public administration to perform the powers and duties of the office. The Town Manager shall reside in Provincetown becoming a resident within six months of being hired. Salary range is \$175,000 to \$195,000 A housing stipend will be considered for the right candidate as well as a very generous benefit package.

